

Twitter Takes Flight: Twitter Board of Directors, 2018



ENMUNC V



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Letter from the CD

Dear Delegates,

Welcome to “Twitter Takes Flight!” and ENMUNC V in Atlanta. My name is Brandon Scarlett, and I am honored to serve as the chair of this committee. I was born and raised in St. Catherine, Jamaica. Currently, I am a junior studying economics and public policy analysis. In addition to my role on the MUN travel team here at Emory, I am an active member of Emory Consult Your Community, Emory Impact Investing Group, and Emory’s K-12 Outreach Organization Graduation Generation.

I have had the privilege of both chairing and crisis directing ENMUNC and serving as the Director-General of ENMUNC IV. I have also had the honor of chairing our collegiate conference, MUNE, and serving in the MUNE Secretariat. My policy passion lies in international and development economics, and social media is a global trend that has had not just impact on not only our personal lives, but the global economy. I hope each delegate will challenge themselves by fully embracing their countries’ economic contexts. Furthermore, while I appreciate the competitive nature of Model United Nations, the board of directors is a forum of compromise and negotiation. I encourage delegates to craft directives that are both innovative and practical, along with finding new directions for crisis notes. I look forward to meeting all of you, and I am confident you will generate outstanding solutions for the topics we will address.

Best,

Brandon Scarlett, *Crisis Director*

Rules and Procedures

Committee

This committee will run as a typical crisis committee, with interactions between committee members and behind-the-scenes crisis staff. The committee will be composed of Twitter employees and board members, with each delegate holding individual portfolio powers. Each delegate will be able to take private actions independently or with other members, depending on their specialties. Directives need the approval of at least one board member.

Communication

Communication will be conducted through a double-notepad cycle. Delegates will communicate with their assigned staffers through note-cycles, with one notepad being taken at a time. A delegate may not begin writing one notepad until the other notepad has been taken. Note-cycle times will vary. Any plans for actions sent to the crisis backroom must clearly articulate what the action is, who is taking the action, the purpose of the action, and which resources it will use. Delegates are welcome to write to whoever they please to advance their crisis arc. Be sure to provide reasoning within your note on how you know people. Delegates are also welcome to send tweets through crisis notes, through personal or anonymous accounts.

Debate

There will be no formal speaker's list in this committee, as the dais expects delegates to propose the appropriate caucuses for informal debate. Sufficient debate, such as

moderated caucuses, or two-for and two-against, is expected before moving into voting procedure on public documents. Additionally, the suspension of the rules of debate for a round-robin on discussions will be entertained by the chair when adequate.

Documents

Any documents (directives, communiqués, and press releases) to be put before the committee will require a pre-decided number of signatories and sponsors. Remember there must be separate motions to introduce, debate, and move into voting procedure on all documents. Public documents may be passed by a “yes” vote from a pre-decided number of delegates.

Language and Attire

Delegates are expected to maintain formal yet engaging language that reflects diplomatic decorum while embracing the fast-paced, reactionary nature of a Twitter crisis. Keep responses concise, professional, and in character. Jokes are encouraged, but discriminatory, racist, sexist, homophobic, or ageist behavior and dialogue will not be tolerated. Even though X(formally known as Twitter) has started to relax enforcement of its terms of service since 2022, remember that this committee takes place in a professional environment, and delegates should remain respectful.

For attire, standard Western business dress is required. While creativity in responses is welcome, professionalism in attire is required for this Board of Directors.

Background

March 1, 2018

To the Members of Twitter,

Congratulations on being chosen as the top of your departments, whether it be finance, marketing, the board, or computer programming. You are the best and brightest of Twitter, and our great company needs your help.

Our company is not turning a profit and our stock prices are falling. Millennials are turning to other social media platforms like Snapchat and Instagram to follow their favorite celebrities. Fake news stories are proliferating our site and misleading users. We need to re-think our long-term strategies before our investors pull out.

I'm looking forward to hearing your ideas and watching Twitter finally take flight.

Remember our mission: give everyone the power to create and share ideas and information instantly, without barriers.

Best,

Omid Kordestani

Executive Chairman of the Board

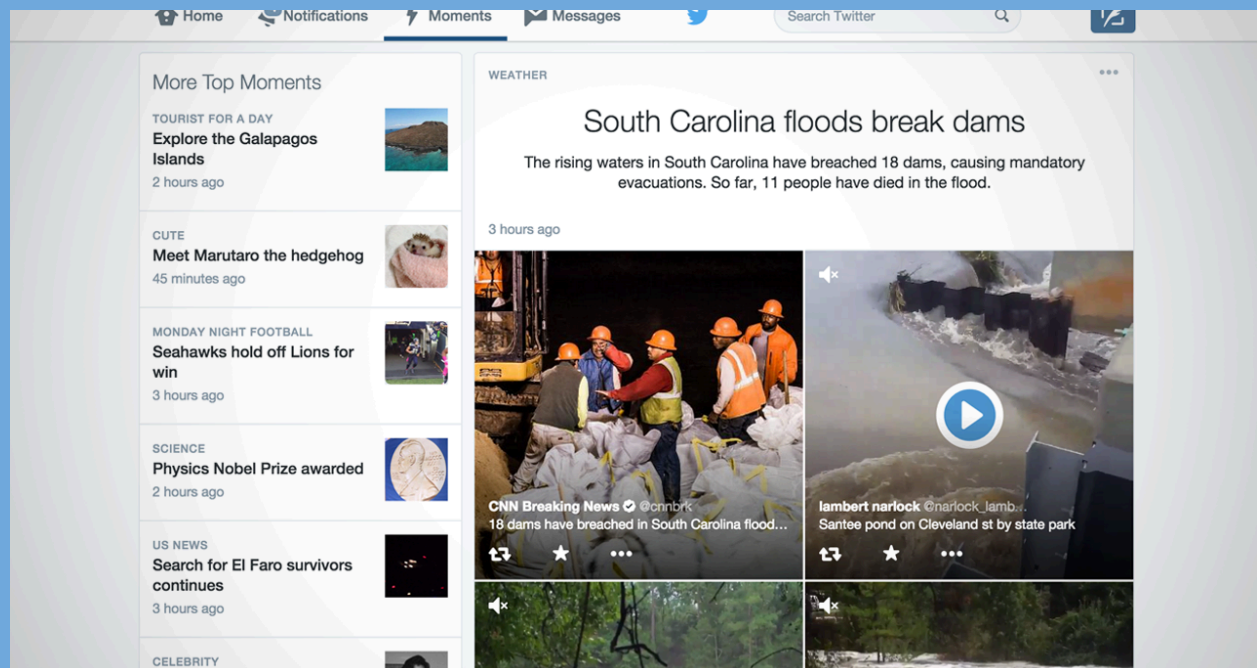
Twitter Overview

Welcome to the MUN Twitter Crisis Committee, where the year is 2018, and the only "X" we acknowledge is in Model UN vote counts. While the world may have moved on, we're staying true to the golden era of Twitter—where world leaders, diplomats, and rogue accounts shaped global events in 280 characters or less. Forget rebrands and algorithm changes; here, tweets reign supreme, and the art of diplomacy is just one viral post away. So draft your statements, prepare your hot takes, and remember: in this committee, Twitter is forever. #DiplomacyIn280

Twitter is one of the most popular social networks in the world, with over 328 million active monthly users. Individuals and corporations create accounts with usernames, such as @ChrissyTeigen or @NYTimes. You can post tweets, which are posts capped at 280 characters, that can include text, videos, pictures, gifs, or links. Once you have an account, you can follow anyone you want as long as their account is not set to private. For example, you can follow news websites, political figures, and celebrities, such as this one:



You can also retweet a tweet from someone else, which means sharing it with all of your followers. Twitter will display tweets from the accounts you follow, as well as ads in your newsfeed. Hashtags are short identifiers that make it easy to search for topics on Twitter, such as #Emory, #Atlanta, or #Whatishesaying. You can post tweets using the hashtags, and then people from around the world can see your content by searching for posts with the hashtag you used. Twitter also has a direct messaging service and a curated news section called “Twitter Moments”.



History of Twitter

In 2006, Jack Dorsey was working at a podcasting company, Odeo, with Noah Glass, Biz Stone, and Evan Williams. In their free time, they developed an app that was a cross between group messages and AOL-away messages that they named Twitter. When Odeo closed, Dorsey and his friends switched to working on Twitter full-time. Twitter took off at the music festival South by Southwest in 2007, and then celebrities like Kim Kardashian and Justin Bieber started tweeting.

Dorsey was the original CEO, but he did not know how to keep up with Twitter's growth and struggled to manage the company. At the request of the venture capitalists who were funding Twitter, Dorsey's partner Evan Williams forced him out of the company. With Williams as the new CEO, Twitter experienced a fast period of growth

and turned down multiple acquisition offers from Yahoo, Microsoft, and Facebook. Meanwhile, Dorsey had a figurehead role as the chairman of the board, but he told the media that he was still in charge of Twitter. By 2013, Twitter had 200 million active monthly users and started considering going public. Twitter brought Dorsey back as CEO right before the stock started trading in November 2013. It opened at \$26 a share and quickly rose to \$50 a share.

However, growth slowed since then, and Twitter has missed many of its recent profit targets. Twitter has struggled to charge advertisers for promotions on the site, since corporations can make their own Twitter accounts for free. Other social media sites like Snapchat, Instagram, and Facebook have grown at higher rates, so investors are less excited about Twitter.

Verification

Twitter verifies accounts of public figures and corporations, which means that they get a little blue checkmark next to their username. This verification signifies that the user's tweets are actually coming from who they say they are. The verification process has gotten more controversial when Twitter has verified controversial figures. According to guidelines updated in October 2017, Twitter can revoke verification for promoting hate and/or violence, or directly attacking or threatening other people on the basis of race, ethnicity, national origin, sexual orientation, gender, gender identity, religious affiliation, age, disability, or disease.

Fake News and Twitter

'Fake news' is defined as false stories that appear to be news, spread on the internet or using other media, usually created to influence political views or as a joke. The stories are designed to be sensationalist and cause people to click on them, generating ad revenue within a website. The fake news stories come from many unverified sources and are spread on social media, Twitter included. Some of these fake news articles have even been sponsored by the Russian government. During the 2016 U.S. presidential election, it was even speculated that these sensationalist stories impacted voters' decisions and, ultimately, the outcome of the election. In fact, according to a study by the BBC, in the final three months of the US presidential campaign, Facebook users engaged more with fake news stories rather than journalistic articles from news sites like the New York Times, NBC, and Fox News.

Twitter was unfortunately host to a lot of fake news. According to a study by Oxford University, Twitter accounts shared more 'misinformed, polarizing, and conspiratorial content' than real news in 2016. The study also found that levels of misinformation on Twitter were higher on average in swing states than in uncontested states in November 2016. Later, Twitter executives briefed Congress Intelligence Committee members on Russian accounts that were tweeting during the election. In October 2017, Twitter banned the Russian media outlet Sputnik from buying advertising.

Free Speech and Twitter

Twitter's website states that "everyone should have the power to create and share ideas and information instantly, without barriers." The website has a list that consists of rules prohibiting improper use of copyrighted material, pornographic material, violent threats, and targeted harassment of others. Hateful conduct is defined by Twitter as "promoting violence against or directly attacking or threatening other people based on race, ethnicity, national origin, gender, religious affiliation, age, disability, or disease." Twitter uses artificial intelligence (AI) to review flagged tweets, but many people think Twitter allows too much discriminatory content. Although it would be a very expensive hiring initiative, some critics think that Twitter should have more people involved in reviewing and blocking hateful content.

Although Twitter has blocked some Neo-Nazi accounts in Germany and France, the same has not been done in the US. Consequently, some users have been forced to abstain from Twitter to avoid experiencing discrimination and hate speech.

Twitter has been a platform for political drama over the last couple of years. In 2016, Twitter suspended the controversial 'light right' Milo Yiannopoulos's account, but it only made him more popular as a martyr among right-wing users. Many people have criticized politicians, of the left and right, over the use of Twitter to call out corporations, other politicians, and announce policy decisions. One such example of this was President Donald Trump when he announced a pardon of cop Joe Arpaio, who used racial profiling to target suspected undocumented immigrants.

Social Movements and Twitter

Social media, especially Twitter, played a large role in the Tunisian and Egyptian revolutions. Normal citizens took photos and videos of what was happening: police violence, food shortages, hospital issues, and evidence of corrupt governments. Revolutionaries also coordinated meeting places for demonstrations and planned aspects of the revolutions under aliases. The raw images from the people were incorporated into mainstream media outlets and impacted international responses.

In October 2017, activist and actress Alyssa Milano created the #MeToo movement. The idea was for survivors of sexual assault to share a post on social media sites using the hashtag #MeToo to raise awareness about sexual assault and harassment. On Twitter, the hashtag was used 12 million times within the first 24 hours and was seen by half of Twitter's American users. It encouraged a wave of firing harassers such as Harvey Weinstein and Al Franken. The proponents of the #MeToo movement were awarded the 2017 Time Magazine Person of the Year award.

Committee Direction

In this committee, Twitter is at a crossroads in various different ways. First, the board of directors should address the impact of twitter on the global political landscape. Twitter has been shown to be a vital resource for promoting, and sometimes censoring, political movements and politicians. As one of the largest moderated communication platforms on the internet, Twitter has the responsibility of maintaining the safety of its users, while also trying to remain politically neutral. However, Twitter must also ensure

that it is able to work with governments to avoid punishments or sanctions from corrupt regimes while maintaining a forum for open dialogue.

Second, Twitter needs to set itself up for current and future financial success. Twitter is facing steep competition from other social media platforms like Instagram. Twitter must also adapt to the changes in how people consume social media brought about by enterprising companies like Musical.ly who have begun popularizing short-form video, and might decrease the attention span of younger users. Furthermore, Twitter needs to find a way to maximize the revenue from ad companies as the ways that people use the platform changes, and legal restrictions on advertising increase.

Finally, Twitter must adapt to the technological landscape of the internet. Twitter should find ways to innovate and differentiate itself from upcoming platforms, while using the tools at its disposal in order to increase user's time on the site, and more efficiently be able to run a platform without decreasing the quality of the content on the site. Twitter's biggest advantage over other social media platforms is the use of hashtags and various algorithms in order to give users interesting posts that engage, and sometimes addict, users. Other companies are making this advantage smaller by adopting similar techniques, so Twitter has to choose to further specialize in its strengths or diversify its technology to find new ways to stay afloat in the intense market for digital traffic.

Company Information (2018)

General

Founded: March 21, 2006

Employees: 3,900

Subsidiaries: Vine, Periscope

Monthly Active Users: 328,000,000

Employees: 3,900

Headquarters: San Francisco, California

Financials

Traded as: TWTR on the New York

Stock Exchange

2016 Revenue: \$2.52 billion

2016 Net Income: \$-456 million

Revenue Streams

80% from advertising: promoted tweets, promoted trends, and tailored advertising

20% from data licensing: selling data to data mining firms which can measure brand awareness, consumer interest, and trends

Twitter, Inc. (TWTR)

NYSE - NYSE Delayed Price. Currency in USD

☆ Add to watchlist

22.23 -0.35 (-1.55%)

At close: December 15 4:01PM EST

Summary

Chart **NEW**

Conversations

Statistics

Profile

Financials

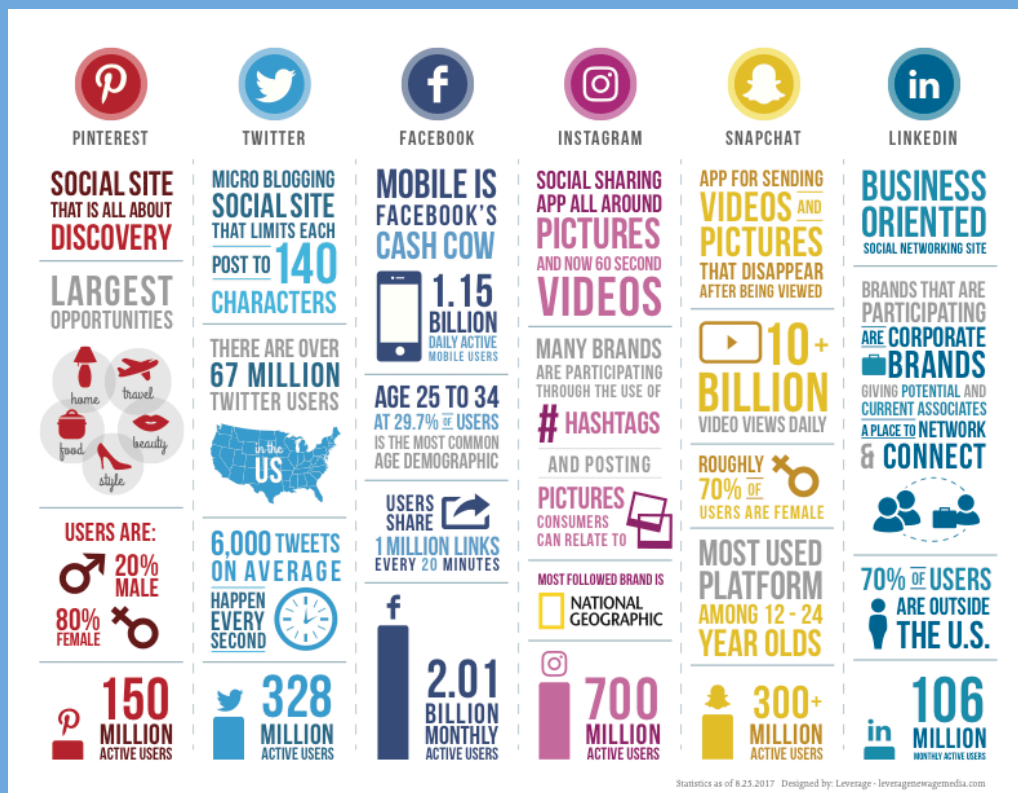
Options

Holders

Historical Data

Analysts

Previous Close	22.58	Market Cap	16.442B
Open	22.61	Beta	1.30
Bid	0.00 x 0	PE Ratio (TTM)	N/A
Ask	0.00 x 0	EPS (TTM)	-0.50
Day's Range	22.18 - 22.86	Earnings Date	Feb 7, 2018 - Feb 12, 2018
52 Week Range	14.12 - 23.24	Forward Dividend & Yield	N/A (N/A)
Volume	17,957,632	Ex-Dividend Date	N/A
Avg. Volume	17,481,747	1y Target Est	18.80



^as of August 2017

Note on X

Although we now live in a world where Twitter has become X, delegates should act as if the committee is starting in 2018. Delegates are welcomed to change the platform through directives, joint private-directives, and crisis notes.

Questions to Consider

- ❖ What strategies can Twitter adopt to increase revenue on its site?
- ❖ How would Twitter be able to expand its user base to a wider audience?
- ❖ How can Twitter become more successful in the increasingly crowded fight for digital traffic on social media sites?
- ❖ What technological innovations should Twitter focus on?
- ❖ How should Twitter navigate the complex political landscape in a way that lets it stay neutral without fear of retribution by governments?
- ❖ How can Twitter ensure that its platform is not abused for hate speech and discrimination?
- ❖ Is Twitter responsible for fake news spreading on its site?
- ❖ How can corporations effectively use Twitter?
- ❖ How should Twitter impact the social movements on its platform?
- ❖ How should Twitter collaborate with the US government?

Committee Positions

Jack Dorsey, Chief Executive Officer

Jack Dorsey was one of the original founders of Twitter and he was the first CEO. He was a good fit for the app development phase but later had fundamental disagreements with the venture capitalists. He was ousted by investors in 2008 but returned as the CEO of Twitter in 2015. He oversees long term strategies and communicates closely with the board. In addition to Twitter, Jack is the CEO of Square, a mobile payments app, and on the board of Disney. He is currently valued at \$2.2 billion.

Anthony Noto, Chief Operating Officer

Anthony Noto oversees business operations and revenue generating organizations, including global advertising sales, partnerships, and business development. One of his main projects is MoPub, a monetization platform for mobile app developers. His focus is finding ways for Twitter to save money and generate profit from ads. Before coming to Twitter, he was the CFO for the NFL and went to the West Point military academy.

Ned Segal, Chief Financial Officer

Ned Segal oversees the company's finance, corporate development, and financial planning. Segal communicates with stockholders and chooses how to invest profits. He also signs off on major projects and acquisitions. He still has strong ties to Goldman Sachs, where he was head of International Investment Banking.

Vijaya Gadde, General Council

Vijaya Gadde leads the company's legal, trust and safety, and public policy teams. She manages Twitter's team of corporate lawyers. Her department works closely with HR to avoid discrimination lawsuits. She ensures that Twitter confirms with government regulations and keeps in touch with the Trump administration.

Leslie Berland, Chief Marketing Officer

Leslie is responsible for Twitter's global consumer, product, and sales marketing and advertising. Her main priority is growing Twitter's international user base, especially with corporations. She also handles company's ads on Twitter, one of the main revenue streams. She came to Twitter in early 2016 after working for American Express.

Robert Kaiden, Chief Accounting Officer

Kaiden oversees all the bookkeeping at Twitter, including transactions, payments, and taxes. He ensures that no money is being embezzled and looks for legal ways to decrease tax payments. He heads a team of 20 accountants and still has ties to his previous employer, Deloitte.

Grace Kim, Vice President of Design and User Research

Grace Kim leads consumer and business-facing product design and research efforts. She conducts market research to see what users like about Twitter and what could be improved. Her ideas are then built by Twitter programmers. Her department is first to be criticized when user enrollment statistics drop.

David Rosenblatt, Board Member and CEO of 1stdibs.com

Within Twitter's board, Rosenblatt is the chair of the Compensation Committee, which sets salaries and bonuses for Twitter employees. He is also CEO of 1stdibs.com, an online marketplace for luxury goods such as antiques and designer clothes. He has many connections within the fashion world.

Debra Lee, Board Member and CEO of Black Entertainment TV

Within Twitter's board, Debra Lee is the chair of the Nominating and Corporate Governance Committee, which recommends board members and oversees succession plans for Twitter executives. She must approve the firing of anyone in the committee. BET is a cable TV channel known for its comedy and music programming. 76% of American households get the BET channel, making it a powerful news platform.

Hugh Johnson, Board Member and CFO of PepsiCo

Johnson serves on the board of directors and is head of the Audit Committee. He works carefully with Robert Kaiden and Ned Segal to make sure that Twitter is running in accordance with accounting standards. He is also responsible for ensuring that Twitter adheres to ethical procedures. Outside of Twitter, he is the Chief Financial Officer of PepsiCo, a global corporation that includes brands such as Pepsi, Lays, Quaker Oats, and Lipton Tea.

Ben Coopers, Head of #PAC

Coopers controls Twitter's political action committee named #PAC. #PAC donates money to candidates and initiatives that support internet freedom and net neutrality, national security surveillance reform, and patent reform. It also supports

various causes like helping the San Francisco schools and public transportation system. Ben has ties to various political candidates and helps them with long-term election strategies.

Mark Ryder, Computer Programmer

Ryder writes code for Twitter. He works on projects like how to order stories in a Twitter feed and helps make Twitter run quickly and effectively. His work directly impacts users' experience, and a mistake in his department can shut down the whole site. He graduated from Stanford and guest lectures there.

Jamie Coleman, Human Resources

Coleman oversees hiring as well as supporting employees at Twitter. In an age where tech firms are often accused of sexual harassment and gender discrimination, Jamie must support a healthy workplace culture. She also oversees payment, vacation time, and promotions.

Samuel Jones, Vice President of Cybersecurity

Jones keeps Twitter secure. After reports of Russian hackings, all eyes are on Sam to increase the encryption and other security measures at Twitter. He is also in charge of verifying accounts with the little blue checkmark. He has been criticized for rumors of fake accounts and bots that promote certain hashtags or tweets on Twitter.

Kayon Beykpour, Vice President of Video

Beykpour oversees video production and Periscope, Twitter's live video platform. Periscope is a subsidiary of Twitter and one of the tools that Twitter uses to compete

with Facebook's live video option. Twitter has had limited success in streaming live events and TV, but is investigating partnerships with TV channels and sports networks.

Melissa Barnes, Head of Global Outreach

Melissa oversees Twitter's strategy in international markets. Twitter is especially popular in India, Indonesia, Japan, South Africa, and Saudi Arabia. She tailors Twitter's experience to fit different cultures. Before working at Twitter, she was an international journalist for CNN.

Andrew Cohen, Head of Sports Broadcast Partnerships

Andrew helps sports fans and teams engage on Twitter. He is working on contracts to stream sporting events live on Twitter so that fans can bypass traditional sports TV networks. Before joining Twitter, he was a football player at the University of Alabama and then worked in brand marketing at ESPN.

Chrissy Michaels, Head of Influencers

Chrissy oversees celebrity endorsements. She works with brands to find relevant celebrities and Twitter stars to promote their products. For example, she linked Kim Kardashian and a makeup brand. She has connections throughout Hollywood and the fashion industry from her previous role at E!.

Parag Agrawal, Chief Technology Officer

Parag is the Chief Technology Officer of Twitter. He oversees technical operations and research and development, including artificial intelligence and machine learning, while advising other members of the board. He is also credited for his work on scaling

Twitter Ads systems and improving home timelines to be more relevant to user interests.

Michael Coates, Chief Information Security Officer

Michael is Twitter's first Chief Information Security Officer, one of Twitter's most important cybersecurity officials. He has worked to reverse high-profile account hacks and prevent data breaches. However, his record has not been perfect since some high-profile accounts were still hacked during his time as CISO, including the CEO of Twitter, Katy Perry, and millions of other users. Previously, he worked as a CISO at Mozilla.

Resources

1. New York Times Magazine article on the history of Twitter (2013, when Twitter went public)

<http://www.nytimes.com/2013/10/13/magazine/all-is-fair-in-love-and-twitter.html>

2. Twitter financial statements (current)

<https://investor.twitterinc.com/results.cfm>

3. Wired interview with CEO Jack Dorsey (April 2017)

<https://www.wired.com/2017/04/jack-dorsey-on-donald-trump/>

5. Time article about Twitter's verification policies (November 2017)

<http://time.com/5026886/twitter-verification-policy-richard-spencer-jason-kessler/>

6. BBC article about fake news and social media (October 2017)

<http://www.bbc.com/news/world-us-canada-41812369>

7. CNN article about fake news and Twitter (September 2017)

<http://money.cnn.com/2017/09/28/media/twitter-fake-news-election-study/index.html>

8. Wikipedia timeline

https://en.wikipedia.org/wiki/Timeline_of_Twitter

9. Guardian article about social media and uprisings (2011)

<https://www.theguardian.com/world/2011/feb/25/twitter-facebook-uprisings-arab-libya>